



Faculty of Cognitive Sciences and Human Development

**THE EFFECT OF ORGANIZATIONAL INTERVENTIONS FOR
WORK-LIFE BALANCE DIMENSIONS WITH JOB PERFORMANCE**

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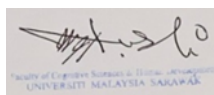
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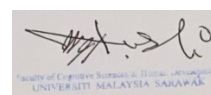
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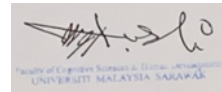
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ABSTRACT

The aim of this research study was to determine the relationship between organizational interventions for the work-life balance dimension and job performance. In the previous research, it was mentioned that there is a lack of attention to the process and implementation of intervention programs by top management which interfere with the work-life balance of employees and thus, leads to low job performance. Usually, the employee that is not satisfied with the organizational intervention process tends to lose their motivation in delivering the best outcomes for the organization. The relation with engineers is that their lifestyle is usually characterized by heightened stress as well as burdensome work hours and tasks, which leads to an imbalance in work-life balance. This research study highlights several organizational interventions for work-life balance dimensions that include training and development, compensation and benefits, career development, and appraisal. Applying quantitative study, questionnaire surveys were spread to engineers that work in manufacturing industries in Sarawak, with 53 questionnaires were successfully collected. Pearson correlation was used to test all research hypotheses while multiple regression is applied to determine the most dominants factors among four types of organizational interventions in influencing job performance. The result findings show that there is a relationship between all types of organizational intervention with job performance, with the career development system as the most dominant factor in influencing job performance. From this research, the top management in the organization may get valuable insight in identifying the most effective organizational intervention in improving employee job performance. By providing useful information for policymakers, practitioners as well as future researchers, the purpose to improve the employee work-life balance can be achieved.

Keywords: Organizational intervention, job performance, work-life balance

ABSTRAK

Tujuan kajian penyelidikan ini adalah untuk mengetahui hubungan antara intervensi organisasi untuk dimensi keseimbangan kerja-kehidupan dan prestasi kerja. Dalam penyelidikan sebelumnya, disebutkan bahawa ada kurangnya perhatian terhadap proses dan pelaksanaan program intervensi oleh pihak atasan yang mengganggu keseimbangan kerja-kehidupan pekerja dan dengan demikian, menyebabkan prestasi kerja rendah. Biasanya, pekerja yang tidak berpuas hati dengan proses intervensi organisasi cenderung kehilangan motivasi mereka dalam memberikan hasil yang terbaik untuk organisasi. Hubungan dengan jurutera adalah bahawa gaya hidup mereka biasanya dicirikan oleh tekanan yang meningkat serta waktu kerja dan tugas yang membebankan, yang menyebabkan ketidakseimbangan kerja-kehidupan. Kajian penyelidikan ini membincangkan beberapa intervensi organisasi untuk dimensi keseimbangan kerja-kehidupan yang merangkumi latihan dan pengembangan, pampasan dan faedah, pengembangan kerjaya, dan penilaian. Menerapkan kajian kuantitatif, tinjauan soal selidik disebarkan kepada jurutera yang bekerja di industri pembuatan di Sarawak, dengan 53 borang soal selidik berjaya dikumpulkan. Ujian “Pearson Correlation” digunakan untuk menguji semua hipotesis penyelidikan sementara ujian “Multiple Regression” digunakan untuk menentukan faktor yang paling dominan di antara empat jenis intervensi organisasi dalam mempengaruhi prestasi kerja. Hasil dapatan menunjukkan bahawa terdapat hubungan antara semua jenis intervensi organisasi dengan prestasi kerja, dengan sistem pengembangan kerjaya sebagai faktor yang paling dominan dalam mempengaruhi prestasi kerja. Dari penyelidikan ini, pihak atasan dalam organisasi mungkin mendapat pandangan berharga dalam mengenal pasti intervensi organisasi yang paling berkesan dalam meningkatkan prestasi kerja pekerja. Dengan memberikan maklumat berguna untuk pembuat dasar, pengamal dan juga penyelidik masa depan, tujuan untuk meningkatkan keseimbangan kerja-kehidupan pekerja dapat dicapai.

Kata kunci: Intervensi organisasi, prestasi kerja, keseimbangan kerja-kehidupan

CHAPTER 1

INTRODUCTION

1.0 Introduction

This research is about a study on the effect of organizational interventions for work-life balance dimensions on job performance. In this chapter, a background of the study, a statement of the problem, followed by the research objective will be discussed deeply. Next, the research framework, as well as the significance of the study will also be explained in this chapter. After that, the researcher will describe the limitation of the study and last but not least, the definition of terms. This chapter is crucial as it gives a comprehensive view of the study by highlighting all the related important details for the reader.

1.1 Background of Study

Work-life balance is a crucial aspect to maintain a better personal life and a healthy work environment. It has become a predominant issue in the workplace as the growing diversity of family structures represented in the workforce has increased in the new millennium. A healthy work-life balance encourages employees to work harder because it can make employees feel more motivated to complete their task as there is less pressure at work due to stress and anxiety. When employees feel motivated at the workplace, of course, it will contribute to the development of both employees and the organization. Thus, it is really important for the human resources group to take any appropriate action in order to handle work-life balance issues among employees.

To balance the work and family demands of the employee, an intervention must be implemented in the organization as a purposeful response to improve their quality of life. Intervention is usually applied when one employee having trouble at the workplace. Brough and O'Driscoll (2010) mentioned in their study that implementing work-life balance interventions in the organization offer direct advantages to the management of multiples roles of employee. Those interventions can lead to increased work performance by focusing on improving their health and well-being. Even though there is no “perfect” work-life balance, one can maintain their work and personal life by increasing their self-management with support from both family and organization. Hence, it is crucial for every organization to provide work-life balance intervention for their employee so that they can commit to working optimally.

Job performance is referred to the efficiency of an employee and it is usually evaluated by measuring the output produced by an employee in a specific period of time. Employee job performance is an important consideration in one organization because it gives positive benefits for both employee and organization. According to Wolor, Kurnianti, Zahra, and Martono (2020), to strengthen employee productivity and performance, a work-life balance must be achieved. This is because a poor work-life balance will lead to health problems whether in physical or mental form and thus hampering their performance. When their performance is low, it will lead to longer working hours as they need more time to complete their task. A longer working hour might make them miss important family moments and causing them to face family relationship issues.

1.2 Problem statement

According to Nielsen and Noblet (2018), the implementation of organizational interventions needs to be organized and managed in order to improve the health and well-being of the employee. In the current environment, it is really crucial for the responsible party to

revised back the implementation of an organizational intervention to their employee as it will help them in improving their job performance. Organizational intervention needs to be discussed deeply because it needs to be known what works for whom in which circumstances. The methods and resources in implementing organizational intervention need to reconsider (Muray & Biron, 2015). According to Biron, Burke, and Cooper (2014), the lack of attention to the process and implementation of intervention program by top management explain why many interventions do not get the desired result. The organization must choose the right methods and tools in order to ensure the organizational interventions used is fit for its purpose and successfully improve the performance and well-being of employee (Nielsen & Noblet, 2018). Hence, this research study wants to explore more on the effectiveness of the organizational intervention.

In a more specific context, each organizational intervention in this research will be explained deeply. Firstly, training and development system in one organization cannot determine whether or not an employee will stay successful in the company. (Omoikhudu, 2017). Secondly, to set up the reward system in one organization, it is difficult to take into account all employee's compensations and benefits as employees have a different need (UK Essays, 2018). Next, Shaito (2019) mentioned in his study that the process of developing a career development strategy is very challenging because the strategy will be wasteful if the employee does not make any progress. Other than that, performance appraisal does not always achieve its desired effect as employees are rarely satisfied with the result of performance appraisal (Dijk & Michal, 2015). From all of this statement, it can be concluded that too much attention on one intervention cannot ensure continuity in development among employees. Omoikhudu (2017) mentioned in his study that the organization should invest in other intervention strategies as it can motivate the employee to increase their job performance. Hence, the researcher wants to explore different

types of organizational intervention and its effect on job performance rather than only focus on one intervention.

Due to this pandemic era, all organizations suddenly must navigate the unprecedented by finding new solutions and interventions to the problems that occur in many aspects of their operations (Carnevale & Hatak 2020). Due to drastic changes occur in the employee's daily life, the inability to separate work and personal domain has increased. Gigauri (2020) highlighted that, in order to create effective business continuity and to maintain the balance between work and life, Human Resource Management (HRM) faces challenges in managing workers in organizations during the crisis. This is due to the HRM's critical role in assisting the employees to cope with any radical changes caused by current pandemic issues. If there are no alterations being made to address those issues, the employee will find it is challenging to maintain boundaries between work and life domain and thus their job performance decreased. Therefore, this research highlighting several interventions in order to cope with the arising problem due to the pandemic situations.

Apart from that, there are many research on organizational intervention for work-life balance conducted. However, most of the research on organizational intervention is only focusing on health-related outcomes (Grimani, Aboagye & Kwak, 2019). There are only a few studies that have focused on work-related outcomes, such as employee job performance. In addition, organizational intervention is poorly conducted in Asian countries compared to Western countries (Madasamy, 2017). Phiphadkusolkul (2012) conducted his research on determining the impact of the organizational intervention on performance management, motivation, satisfaction, and employee's job performance in Thailand. Meanwhile, Madasamy (2017) conducted his study in India about the impact of organizational development intervention in the public sector. However, in the Malaysian context, the result of the study is not applicable. There is a void in studies relating to organizational intervention and its impacts

on job performance when reviewing studies carried out in Malaysia. Hence, this research aims to explore more in the context of Malaysia, especially in the state of Sarawak.

According to the chief executive officer of Dale Carnegie Training Malaysia, Wan Salleh (2016) in New Straits Times, more employees must fully engage in strategic organizational intervention to help them to achieve the organization's vision as Dale Carnegie Training found that that 75% of organizations have no engagement plan or strategy. Mazlan (2019) also mentioned in Berita Harian that organizational intervention able to support employees' health and thus will contribute to the increased performance between 1% to 52% among employees. Based on the evidence, this is the reason why every employer needs to focus more on implementing the organizational intervention in their company. From the survey of Malaysia's Healthiest Workplace conducted by AIA Vitality (2018), the loss of productivity and performance in the workplace continues to affect Malaysia as 50.2% of employees is recorded with at least one dimension of work-related stress. It is very clear that the imbalance between the work and life domain will lead to decreased employee job performance. To increase job performance, the organization must take an action by implementing organizational intervention as this approach really helps to address any work-related issues that arise. Thus, this research will find out the effectiveness of each organizational intervention for work-life balance dimensions and its effect on employee job performance.

1.3 Objectives of Study

In this section, the research objective will be described concisely by stating what the research is trying to achieve. Research objectives are really important as it will give directions to the research study by defining the focus of the study. Hence, general objectives and specific objectives will be stated clearly in this section to identify variables that need to be measured.

The general and overall goal of this research is to determine the effect of organizational interventions for the work-life balance dimension with job performance. The following are the specific objectives of this research study:

- RO1:** To investigate the effect of employee training development systems interventions for the work-life balance dimensions and job performance.
- RO2:** To investigate the effect of employee compensations and benefits system interventions for the work-life balance dimensions and job performance.
- RO3:** To investigate the effect of employee career development support systems interventions for the work-life balance dimensions and job performance.
- RO4:** To investigate the effect of employee appraisal system interventions for the work-life balance dimensions and job performance.
- RO5:** To identify the most dominant factors among four types of organizational intervention for work-life balance dimensions in influencing job performance.

1.4 Research Hypothesis

In the research hypothesis, a predictive statement about the relationship between the variable in this research will be stated clearly. This section is crucial as it helps in data analysis and measures the validity and reliability of the research.

The relationship between two variables must be testable and below are showing the research hypothesis of the study.

- H1:** There is a relationship between employee training development systems interventions for work-life balance dimensions and job performance.
- H2:** There is a relationship between employee compensations and benefits system interventions for work-life balance dimensions and job performance.

- H3:** There is a relationship between employee career development support systems interventions for work-life balance dimensions and job performance.
- H4:** There is a relationship between employee appraisal systems interventions for work-life balance dimensions and job performance.
- H5:** There are dominant factors among four types of organizational intervention for work-life balance dimensions in influencing job performance.

1.5 Conceptual Framework

Before collecting data, a conceptual framework of the research must be constructed. It illustrates what the researcher found in the research. It is crucial as it determines the relevant variable in the research as well as mapping out how all of the variables relate to each other.

In this research, the researcher wants to study the effect of organizational intervention for work-life balance dimension (independent variable) with job performance (dependent variable). There are four types of organizational intervention that want to be studied and its effect on job performance.

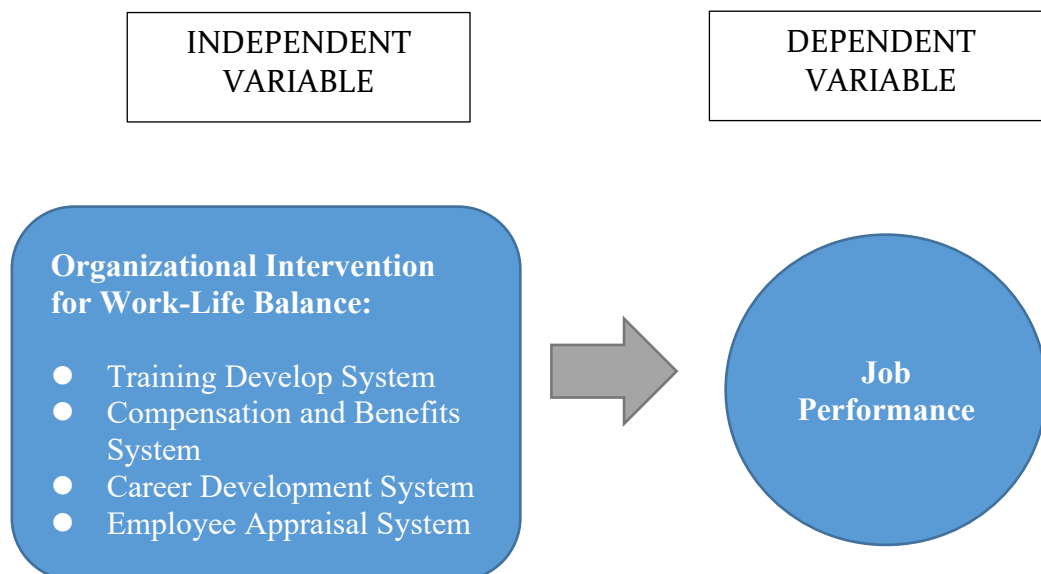


Figure 1: *Conceptual Framework*

1.6 Significance of the study

One of the significances of this study is that it will contribute to the existing body of knowledge. As past research is mostly focused on discussing the organizational intervention, this research study will highlight the effect of the organizational intervention on work-life balance dimensions with job performance in the manufacturing industries in Sarawak. This research study is really important because it will encourage job performance among employees through the implementation of the organizational intervention. Therefore, it is expected that this research will add to the existing body of knowledge of organizational intervention and job performance itself.

Other than that, this study will be helpful in increasing knowledge among Human Resource Practitioners. This is because the result of this research study can help them to see the overview on the impact of each organizational intervention for work-life balance on the job performance of the employee. By knowing the result of this study, it can help them to choose which organizational intervention is the most effective and need some improvement so that the implementation of that organizational intervention can be done successfully in the organization. Hence, such knowledge will give a deeper understanding to HR Practitioners on organizational intervention for work-life balance so that they can help to increase employee job performance.

Moreover, this study will be a significant endeavour in formulating and designing new policies related to organizational intervention in order to improve employee job performance at the workplace. The findings of this study may help the policymaker in making better decisions so that they can fulfil the employee needs based on the current environment and situations. This is because they can get useful insight and using it as evidence in making the decision from the results of the research. Hence, better policy decision-making can be made to increase job performance among employees through the implementation of an organizational intervention for work-life balance.

1.7 Limitations of Study

First and foremost, this research is conducted within a short period where it limits the study. Since this study applied quantitative research, it is appropriate to have a larger sample size. This is because a larger sample size able to provide more meaningful and accurate results for the future research study.

Other than that, the second limitation concern is accessibility. Due to this current pandemic situation, it is hard to have the access to informants, organizations, or data. Hence, the process to gain the data from informants might have several limitations as people need to be more careful in controlling the spread of COVID-19.

Apart from that, there is a lack of past research about the effect of organizational interventions for work-life balance with job performance, hence will limiting the process to find the gaps in the literature as past research help to support and justify the findings.

1.8 Definition of terms

In this section, the key and important terms in this study are clearly defined to give the reader an understanding of the research study. This section vital because, without a thorough knowledge of the research topic, misinterpretation of information will occur.

There are two types of a term that will be used in this section which are conceptual definitions and operational definitions. The conceptual definition is a universal meaning or theoretical terms that understand by many people meanwhile operational definition is referring to the way in which the researcher defines and measures the variables under the actual research situation.